

DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
Fort Lewis, Washington 98433

AFZH-CEF

25 August 2000

MEMORANDUM FOR Soldiers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #1, Commander's Policy on Equal Opportunity and the Prevention of Sexual Harassment

1. One of the most important factors contributing to unit cohesion, readiness, and mission accomplishment is the environment in which we train, work, and live. Every member of the 14th Combat Engineer Battalion (C) has the right to be treated equally and fairly, without regard to race, color, national origin, religion, or gender. Leaders at every level are accountable for maintaining this environment.
2. Equal Opportunity is equal treatment for all, including family members, on and off post, both in the living and working environment. Equal Opportunity is a command function, and the responsibility of all leaders. Company commanders are the Company Equal Opportunity Officers. I am the Battalion Equal Opportunity Officer.
3. Sexual Harassment is a form of sex discrimination that involves unwelcome sexual advances, favors, and other verbal or physical conduct of a sexual nature. Any leader who uses or condones implicit or explicit sexual behavior to control, influence, or affect a subordinate is engaging in sexual harassment. Likewise, any soldier who makes deliberate or repeated, unwelcome verbal comments, gestures or physical contact of a sexual nature is also engaging in sexual harassment.
4. Our mission is too great and our time is too short to condone activities that degrade a member of this team, for any reason. As is always the case, DO THE RIGHT THING!
5. RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

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25 August 2000

MEMORANDUM FOR Soldiers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter # 2, Equal Opportunity Complaint Procedures

I. The chain of command is responsible for developing and sustaining a healthy equal opportunity climate by correcting discriminatory practices and addressing all equal opportunity issues. All members of the chain of command, leaders, and supervisors at all levels, will accept a complaint from any soldier or family member who believes he/she is discriminated against because of race, color, national origin, religion, or gender.

2. Company Commanders will ensure all soldiers are fully aware of manners of redress concerning complaints, including redress procedures when the complaint is against members of the chain of command.

Use Interim Change

4 to AR 600-20, paragraph 6-8, to manage the complaint.

3. The complainant will be afforded free access to the Battalion Equal Opportunity NCO, Chaplain, Battalion Command Sergeant Major, Battalion Commander, and agencies such as the Office of the Inspector General, Equal Opportunity Office, Judge Advocate General, and Provost Marshall's Office to obtain assistance. Both the complainant and the representative of his/her choice shall be free from restraint, interference, coercion, discrimination or reprisal.

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MEMORANDUM FOR Soldiers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #3, Battalion Commander's Open Door Policy

1. It is imperative to the morale, welfare, and combat readiness of this unit that the Chain of Command provides a strong, responsive atmosphere for dealing with subordinates' problems. I encourage soldiers to give their leaders a fair opportunity to solve their problems. I also urge members of the Rugged Battalion to take advantage of the many agencies and services provided by the Army to assist them, such as the Legal Assistance Officer, the Army Community Service, and the Chaplain.
2. If a personal problem is not successfully solved by the chain of command or there is an unresolved conflict with a senior member of the unit, any member of this command can contact me. During normal duty hours, you should contact the Adjutant at 966-7042 to request the use of the open door program. All requests will be scheduled within 24 hours. The visit can be at my office or at your place of duty when I visit your unit. In an emergency, call the Battalion Staff Duty Officer at 966-7039/7012.
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25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #4, Barracks Policies

1. Reference I Corps Policy Statement 608-1, Corps 97-Leadership, Care for Single Soldiers, and Barracks Policies, dated 11 February 1997.

2. The barracks are the soldiers' home. The barracks and issued furniture are also the property of the U.S. Army and must be accounted for and maintained. There is a balance between the chain of command's responsibility to maintain the barracks and a soldier's expected right to privacy. Acceptable living conditions must be met while living in the barracks. Just as tenants in an apartment must keep their quarters in good order and respect others' property and common areas, so must soldiers that live in the barracks. The barracks must remain clean, functional, secure, and safe. As long as these standards are met, formal inspections will be minimal, visitation rights relaxed and fair, and life as a single soldiers, living in the barracks, will be a positive experience.

3. Visitation Policy:

a. Visitors of soldiers are subject to the policies and regulations of this battalion. Soldiers assume full responsibility for the actions of their visitors. Visitors will be escorted at all times.

b. The SDNCO will maintain a Visitors' Book for registering all visitors: All visitors will sign in and out with the SDNCO, located in building 12821. The Visitors Book will record the following information; soldier's name, visitor's name, visitor's age, room number, time in, time out, SDNCO's name, and soldier's signature. Visitors will be held at the SDNCO desk until the soldier visited is present. The SDNCO will ensure both the soldier and their visitor(s) are briefed and understand the visitation and other barracks policies.

c. All visitors entering the barracks must be at least 18 years old and possess a valid photo ID card. Doors can be locked if the visitor approves and is 18 years of age or older. Visitors under the age of 18 are prohibited from visiting the barracks, unless approval is obtained in each case by the Battalion Commander or Battalion CSM.

d. Everyone living in the barracks will wear appropriate attire when in common areas and on the balconies during visitation periods. Unauthorized dress is any clothing or item that contains profanity or any suggestive or obscene language, slogans, drawings, or pictures. No see-through garments, to include undergarments, will be worn in common areas or on the balconies.

Common courtesy will be extended to all guests in the barracks. Likewise, soldiers who bring in visitors, as well as the visitor, will be considerate to everyone living in the barracks.

e. Uninvited solicitation is prohibited - i.e., uninvited salesman, religious/private organization recruiters, etc. The SDNCO will be notified if unsolicited visitors are in the barracks area. If the unsolicited visitor does not leave, the SDNCO will call the MP's to eject them from post.

f. Visitors are not permitted to spend the night, live in the barracks, or abuse visitation privileges. This includes the use of facilities, like washers and dryers, intended for barracks' soldiers use.

SUBJECT: Policy Letter #4, Barracks Policies

g. Visitation Hours:

Monday - Thursday and Holidays when the next day is a workday	1700-2400
Sunday	0900-2400
Saturday and Holidays when the next day is a non-workday	0900-0200
Friday	1700-0200

4. **Inspection Policy.** The chain of command is charged to ensure proper living conditions are maintained in soldiers' room, government property is functional and accounted for, and barracks common areas are clean and functional.

a. Formal barracks room inspections like Rugged Assessment Inspections (RAI), Rugged Command Inspections (RCI), or Payday Inspections are announced weeks in advance. There will be minimal formal barracks room inspections. The chain of command may conduct additional formal inspections if RAI, RCI, or Payday standards are not met. Company Commanders are the approval authority for formal barracks inspections. Health and welfare inspections will be conducted semi-annually.

b. Informal barracks room checks will be conducted daily by the chain of command to ensure acceptable living standards, including cleanliness, security, functionality, and safety requirements/provisions are being met and government property is being cared and accounted for.

c. Common areas including latrines, washer/dryer rooms, dayrooms, and storage areas, **will be inspected daily!** I expect latrines to have toilet paper and paper towels available, all washers and dryers to function, garbage to be removed at least once a day, and all electrical and plumbing fixtures to work. Any item that does not function properly will be fixed or tagged and reported to the unit ISG and R&U personnel. Platoon Sergeants are responsible for common areas in their platoon area. ISGs are responsible for overall barracks appearance and maintenance, including outside police areas.

5. **Tobacco, Alcohol, and Drug Policy.** Soldiers who are 21 years of age or older may possess alcohol in the barracks. There is no "limit" on alcohol quantities that may be maintained, but alcohol may not be sold, nor may it be given or sold to those personnel under the age of 21. Soldiers subject to recall will not consume alcohol in such a way as to be impaired when reporting for duty (.05/100mg). The term "barracks" includes all troop living areas, common

areas, and the police call areas of the battalion. Smoking is only permitted in a soldier's room or outside. Smoking is strictly prohibited in common areas, storage areas, common area latrines, and washer/dryer rooms. Any use, or association with the use, of illegal drugs, of any amount, will be handled under the provisions of the Uniformed Code of Military Justice.

SUBJECT: Policy Letter #4, Barracks Policies

6. Miscellaneous.

- a. Pets of any type are prohibited. This includes reptiles and fish.
- b. No floor plants or plants that may stain or damage the room are authorized.
- c. Rooms may not be painted.

d. Poster/Displays. Soldiers may decorate rooms as they desire, provided decorations are not offensive or obscene based on race, gender, religion, national origin, or creed; roommates agree to the decor; arrangements comply with fire and safety rules; and no damage to rooms result. The only location for posters is the strip provided in each room. Items will not be taped to the doors. Commanders determine acceptability.

e. There are no standard room arrangements. 1SG/platoon sergeants will approve all room arrangements.

f. Contraband items are prohibited. Examples include ammunition, personally owned weapons, pyrotechnics, numchucks, racist or extremist group material, and flammables. When in doubt, ask!

7. Single soldiers living in the barracks are responsible adults and will be treated as such, as long as good order and discipline are maintained. Violators of these policies will be held accountable for their personal actions.

8. RUGGED!

LEWIS F. SETLIFF, III
LTC, EN
Commanding

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DEPARTMENT OF THE ARMY
Headquarters, 14th Engineer Battalion (C)
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25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #5, Soldier Retention

1. Leaders create the environment from which the desire to "Stay Army" grows within the first term soldier. Retention is a leadership responsibility with far reaching readiness implications. The retention of a quality soldier starts the first day in the unit and continues through professional development as a leader.
2. Our retention program must be personal and honest; we must understand the needs and aspirations of our subordinates. What brings soldiers into the Army is not what keeps them in. Many needs and commitments change over time and we must understand all of a soldier's concerns. Whatever the status, we need to address desires to be a part of a winning team - to be part of something special.
3. For the soldier, reenlistment is a major commitment. Treat it accordingly. Each company's retention program will have realistic incentives including passes, duty exemptions, and special recognition ceremonies in which the family members and the leadership of the unit are actively involved. These programs must complement the battalion incentives. All soldiers who reenlist will receive that and the following day off in order to take care of personal affairs and will be duty exempt for 30 days. All initial term soldiers who reenlist will receive a special battalion 4-day pass to be taken at the individual's request and with approval of the company commander. The pass will be granted within 30 days of reenlistment, exclusive of deployments.
4. We must retain the best soldiers. The professional development of the quality soldier into a future leader starts with the unit retention program. Tomorrow's ability to fight and win depends on today's retention.
5. RUGGED!

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25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #6, Commander's Policy on Health and Welfare Inspections

1. All leaders are expected to value their subordinates. We must foster an environment that promotes good order and discipline, dedication, and professionalism in our soldiers. I charge all company commanders to take measures to eliminate illegal drugs and paraphernalia, unauthorized privately owned weapons, unauthorized possession of government property, and unsafe/unclean living areas. This must incorporate an inspection of barracks rooms, work areas, and POVs.
2. As a minimum, each company commander will conduct a health and welfare inspection twice a year. Commanders will personally notify me in writing at least ten days in advance of their intent to conduct the inspection and how it will be executed. After the inspection, written results will be sealed in an envelope and forwarded to me for review. Use all available resources to assist you: drug detection dogs, urinalysis sweeps, health and welfare inspections, and CID agents. Consult with trial counsel prior to initiating any actions that involve search and seizure.
3. RUGGED!

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MEMORANDUM FOR Soldiers, NCOs and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #7, Alcohol Abuse and Driving Under the Influence (DUI)

1. DUI is a particularly serious offense because it not only endangers the life of the soldier who drives while drunk, but also endangers lives of innocent motorists and pedestrians.

2. The chain of command has primary responsibility for reducing DUI incidents. Supervisors at all levels must be aggressive in protecting their soldiers from DUIs. All leaders must take actions to prevent DUIs and to expeditiously take appropriate actions. As a minimum, the following rules apply:

a. PREVENTION. The best means to eliminate DUIs is to prevent them.

(1) Know who your previous offenders are. Counsel them.

(2) Know who owns automobiles and has a tendency to drink and drive. Pay particular attention to those soldiers who drink often.

(3) Counsel all on the consequences of DUIs.

(4) SDOs/SDNCOs and CQs should be alert to recognize and avert potential problems.

b. CORRECTIVE ACTION.

(1) When an incident occurs, the Company Commander will report to me the following duty day to explain what happened and why and what was done to prevent it.

(2) If the battalion does not have jurisdiction in a case, the offender will automatically be considered for reduction after conviction, IAW Chapter 6, AR 600-8-19 and Table 6-1, AR 600-8-19. The soldier will be flagged, at least until all civilian punishment is complete. If the battalion has jurisdiction, I will hold that jurisdiction at my level for appropriate action, such as a Field Grade Article 15.

(3) All soldiers convicted of DUI will be barred from reenlistment and considered for elimination from the service.

3. Only when the entire chain of command becomes actively involved will we be able to defeat this problem. Neither you nor I want to be the first to explain to a spouse or family member how a soldier entrusted in our care died from drunken driving.

4. RUGGED!

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25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse

1. There is zero tolerance for domestic abuse in the Rugged Battalion. Domestic violence can seriously damage the fabric of our community and degrade the fighting force of the battalion.
2. The total solution has two components - prevention and actions after the fact. Leaders at all levels must be aware of the indicators and proactively work to inform the chain of command about potential problem. The chain of command must then bring appropriate resources together to determine a noble solution.
3. Once an incident occurs, domestic abuse cases are typically complicated and difficult to manage. Company commanders will become actively involved, execute mandatory actions expeditiously, and remain involved until the situation is resolved.
4. Enclosure 1 lists definitions of key terms. Enclosure 2 sets mandatory actions for soldiers who commit domestic abuse, while enclosure 3 contains a checklist to track the mandatory actions. Enclosure 4 contains optional actions that company commanders may initiate on a case-by-case basis, depending upon the nature and seriousness of the offense, as well as the particular needs of the offender.
5. Any deviation from this policy requires my approval.
6. RUGGED!

4 Encl
as

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SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse - Enclosure 1

DEFINITIONS

1. **DOMESTIC ABUSE:** Any verbal or physical abuse, intended or otherwise, that causes or perceives to cause physical or emotional harm to family members. See child abuse and spouse abuse.
2. **CHILD:** An unmarried child, whether natural, adopted, foster, stepchild, or ward of a military member from whom medical treatment is authorized, where the victim of abuse is under the age of 18 years or incapable of self-support because of mental or physical incapacity.
3. **CHILD ABUSE:** Child abuse includes child sexual abuse and child neglect and means the physical injury, sexual maltreatment, emotional maltreatment, deprivation of necessities, or other maltreatment of a child by a parent, guardian, or any other person who is responsible for the child's welfare on a temporary or permanent basis.
4. **SPOUSE ABUSE:** An assault, a battery, a threat to injury or kill, any other unlawful act of force or violence, or emotional maltreatment inflicted by one spouse in a marriage against the other. Emotional maltreatment is conduct, which, although not criminal, is so offensive to the victimized spouse that a reasonable person would find such conduct abhorrent within a marital relationship.

SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse - Enclosure 2

MANDATORY ACTIONS FOR DOMESTIC ABUSE CASES

1. Company commander will notify the Battalion Commander within 24 hours after a domestic abuse incident has been reported.
2. Once a company is advised that a soldier is apprehended for domestic abuse, a member of the company chain of command senior to the alleged offender will personally locate and transport the soldier to the unit.
3. The soldier will be administered a command directed blood alcohol test as soon as possible to determine the presence or absence of alcohol in the alleged offender's system and to determine the need for counseling/treatment. Company personnel are responsible for escorting the soldier to the Main Lab of Madigan Hospital for the blood test. If the soldier is combative, coordinate with LEC personnel to assist in transporting the soldier.
4. The company commander will advise the soldier of the Article 31b rights and, if the soldier waives those rights, will question the soldier regarding the incident.
5. Flag: AR 600-8-2 requires that all soldiers who are under investigation for an offense be flagged.
 - a. The company commander will flag the soldier immediately upon determination that a domestic abuse offense has occurred or that an investigation is required.
 - b. The flag will not be removed until the investigation absolves the alleged offender or disciplinary action is completed, including the final filing determination of the Letter of Reprimand (LOR) and any other administrative measures imposed.
6. When it is determined by the Battalion Commander that a domestic abuse offense did occur, the following actions must be taken:
 - a. Company commanders will refer soldiers and family members involved in allegations of child or spouse abuse to Social Work Services, Madigan Hospital, 968-4159/4161 within 24 hours or the first working day following the incident, regardless of who is the perpetrator, as required by AR 608-18, paragraph 1-7b. A social work services team will make its determinations and carry out its responsibilities in accordance with AR 608-18. Commander will ensure that soldiers who have committed domestic abuse are enrolled in the various treatment programs, including the social work service program, unit chaplain counseling, and the ADAPCP program, as applicable. Commanders are responsible for their soldiers' required attendance at all counseling and treatment sessions.

b. Letter of Reprimand (LOR): Upon determination by the Battalion Commander that a soldier has committed a domestic abuse offense, an administrative letter of reprimand will be prepared and issued to the soldier. The Battalion Commander will serve the soldier with the LOR. The chain of command will recommend the filing disposition of the LOR. It may be filed either in the local Military Personnel Records Jacket or the Official Military Personnel File. The LOR will then be forwarded through the Staff Judge Advocate for legal review.

c. Administrative Separation: All soldiers who commit two domestic abuse offenses, as determined by the Battalion Commander, and all soldiers failing to complete required treatment programs will be processed for administrative separation.

d. A bar to reenlistment will be initiated.

SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse - Enclosure 3

**CHECKLIST FOR PROCESSING DOMESTIC ABUSE INCIDENTS
ACTIONS REQUIRED BY COMPANY COMMANDER**

1. () I have advised the soldier of his Article 31 rights and have conducted a commander's inquiry.

AND

- () I find that the evidence, independent of official records, substantiate the fact that an incident of domestic abuse occurred.

OR

- () There is no evidence which supports the allegation of abuse and no further action is required.

2. In cases in which the subject is military, the following mandatory actions will be completed:

- () Soldier was administered a BAT/BAC on (date) _____.

AND

- () Soldier's BAT/BAC did not indicate the presence of alcohol.

OR

- () Soldier's BAT/BAC did test positive for the presence of alcohol. If so, the soldier was referred to ADAPCP on (date) _____ and the initial screening is scheduled for (date) _____.

- () Soldier has been **"Flagged"** UP AR 600-8-2.

- () Family was referred to Social Work Services on (date) _____.

- () Request a letter of reprimand be initiated by the Post Legal Center and request it:

() not be filed.

() be filed in soldier's MPRJ for a period of ____ years.

() be filed in soldier's OMPF.

- () Soldier has been counseled IAW paragraph 1-18, AR 635-200.

- () A bar to reenlistment was initiated on (date) _____.

- () This is the soldier's second incident of domestic abuse. I have requested to initiate separation action.

3. In cases in which the subject is a family member, the following optional actions will be initiated:

- () Family member has been warned that residing in government housing is a privilege granted by the Installation Commander and may be terminated for cause (if applicable).
- () Family member has been warned they may be issued a qualified installation bar, subject to review upon completion or when deemed appropriate under the circumstances.

SUBJECT: Policy Letter #8, Commander's Policy on Domestic Abuse - Enclosure 4

OPTIONAL ACTIONS WHICH MAY BE TAKEN IN DOMESTIC ABUSE CASES

1. Remove the soldier from leadership position.
2. Serve soldier with a relief for cause and transfer to another unit after approval from the Battalion Commander.
3. Cancel/remove/suspend all military educational commitments (to facilitate discharge).
4. Recommend suspension of security clearance. (AR 600-37, paragraph 4-3)
5. Article 15/Court Martial.
6. Suspend privileges.
7. Remove from government housing. Upon the commission the first domestic abuse offense, soldiers may be directed to show cause for the continued privilege of residing in government quarters. Battalion Commander may forward the appropriate documentation to the Installation Commander so that the show cause authority may be initiated.
8. Soldiers, enlisted or officer, who are victims of domestic abuse, may be removed from the home only when the company commander determines the situation necessitates removal.
9. Civilian offenders, male or female, who are apprehended for domestic abuse may be issued a qualified installation bar, subject to review upon completion of treatment or when deemed appropriate under the circumstances.

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25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #9, Article 15, UCMJ, Authority

1. IAW paragraph 3-7a, AR 27-10, I withhold Article 15 authority for the following offenses.
 - a. Any offense committed by an Officer or NCO.
 - b. Any assault upon an Officer or NCO.
 - c. Any aggravated assault.
 - d. Any incident of interference with a member of the battalion guard force while performing assigned duties (SDO, SDNCO, CQ, motorpool guard, etc.).
 - e. Any alcohol related incident.
 - f. Any illegal substance related incident.
 - g. Any domestic abuse incident.
2. After an initial review of each offense, I may delegate Article 15 authority to the respective Company Commander.
3. RUGGED!

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25 August 2000

MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #10, Force Protection

1. Safety in the 14th Combat Engineer Battalion is important! The American people entrust the lives of their sons and daughters to the leadership of our battalion. We must honor that trust by the most careful attention to every aspect of protecting the force.
2. Due to the equipment intensive nature of our battalion and our work with demolitions and explosives, we need extra vigilance. Our concern for safety encompasses not only Rugged Soldiers, but also soldiers we support who are not familiar with our work.
3. Although our profession is inherently dangerous, these dangers can be controlled. Careful risk assessment is our most effective means. Perform a written risk assessments will be performed for every training schedule event (except meetings).
4. Safety is achieved by:
 - Realistic Risk Assessments
 - Quality Training
 - Well Trained and Disciplined Soldiers
 - Leaders Who are Knowledgeable and In Charge
5. RUGGED!

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MEMORANDUM FOR Soldiers, NCOs, and Officers, 14th Combat Engineer Battalion (C)

SUBJECT: Policy Letter #11, Soldier Sponsorship and Reception

1. References.

- a. AR 600-8-8, The Total Army Sponsorship Program.
- b. FL Reg. 612-1, Personnel Processing, The Army Sponsorship Program

2. Every soldier deserves proper sponsorship and reception when assigned for duty with the Rugged Battalion. The sponsor sets the tone for the new soldier with first contact, through the first days in the unit. I expect all sponsors, regardless of rank, to properly sponsor and assist in the reception of new Rugged Battalion soldiers.

3. The Battalion Commander or the Battalion Executive Officer will assign sponsors for all inbound officers. NCO sponsors will be assigned by First Sergeants in consultation with the CSM. Soldier sponsors will be assigned by First Sergeants. The adjutant will prepare a welcome letter for all new officers. The CSM will ensure welcome letters are sent to new enlisted personnel.

4. Sponsor Duties.

- a. Prepare and send a personal sponsor letter within ten working days after notification of sponsor duties.

Ensure timely responses are provided to inquiries from the inbound soldier.

- b. Ensure that every inbound soldier receives an ACS Welcome Packet. Coordinate with company First Sergeant or the Command Sergeant Major for any additional items that need to be sent

- c. Assist the new arrival during inprocessing to include arranging for temporary lodging and family housing in advance of arrival.

- d. Familiarize the new arrival with the services and facilities of Fort Lewis and the surrounding community
and with the location of battalion and company inprocessing points and facilities.

5. Unit commanders and first sergeants will ensure that all new arrivals have read and understand all I Corps, 555th EN GRP, 14th EN BN (C), and company policy letters.
6. All officers will be enrolled in the Rugged Officer Certification Program.
7. RUGGED!

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